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Item 122 of the preliminary list*
Programme planning

Proposed strategic framework for the period 2010-2011

Part two: biennial programme plan

Programme 25
Internal oversight

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* A/63/50.

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Overall orientation

25.1 The overall purpose of the programme is to enhance transparency and accountability and contribute to the high efficiency, effectiveness and goal fulfilment in the Organization. The Office of Internal Oversight Services exercises operational independence under the authority of the Secretary-General in the conduct of its duties, in accordance with Article 97 of the Charter of the United Nations. The Office has the authority to initiate, carry out and report on any action it considers necessary to fulfil its responsibilities with regard to its oversight functions. The Office assists the Secretary-General in fulfilling his internal oversight responsibilities in respect of the resources and staff of the Organization through monitoring, internal audit, inspection, evaluation and investigation.[1]

25.2 The mandate for the programme is derived from General Assembly resolutions 48/218 B, 54/244 and 59/272, the relevant provisions of the Financial Regulations and Rules of the United Nations (ST/SGB/2003/7) and of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8). The Office works closely with the other United Nations oversight bodies, namely the United Nations Board of Auditors and the Joint Inspection Unit, to ensure work is effectively coordinated.

25.3 The Office strives to achieve accountability and transparency by supporting the Organization as it endeavours to establish an effective and transparent system of accountability and to enhance its capacity to identify, assess and mitigate the risks. To that end, the Office will: (a) propose measures to assist the Organization in establishing a proper internal control framework including a risk management capacity; (b) provide independent information and assessments to assist effective decision-making; and (c) provide independent reviews of the effectiveness and efficiency of the use of the Organization's resources. This will be accomplished through the issuance of timely, high-quality reports on inspection, evaluation, internal audit and investigation, in accordance with applicable international standards.

25.4 The Office assists the Organization in achieving better results by determining the factors affecting the efficient and effective implementation of programmes in accordance with, inter alia, the internationally agreed development goals, including those contained in the United Nations Millennium Development Goals and in the outcomes of the major United Nations conferences and international agreements since 1992. In addition, the Office undertakes a number of measures to support the Organization's commitment to gender mainstreaming, including oversight of United Nations gender mainstreaming efforts.

[1] The role of the Office of Internal Oversight Services in supporting self-evaluation is subject to revision pending the decision of the General Assembly on the proposals presented by the Secretary-General in his report on an accountability framework, enterprise risk management and internal control framework, and results-based management framework (A/62/701).

Subprogramme 1
Internal audit

Objective of the Organization: To strengthen the Organization's risk management, internal control and governance processes

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on independent audits, which strengthen internal control and governance processes and improve risk management	(a) (i) Increased percentage of Member States and programme managers that express satisfaction with the accuracy, objectivity, relevance, timeliness and usefulness of the Internal Audit Division's reports
	(ii) Maintained percentage of critical audit recommendations accepted by programme managers relating to risk management
(b) Improved levels of efficiency and effectiveness in the implementation of mandates and enhanced accountability of programme managers	(b) (i) Maintained percentage of critical audit recommendations accepted by programme managers relating to accountability, efficiency and effectiveness
	(ii) Maintained percentage of critical audit recommendations accepted by programme managers relating to savings, recoveries of losses and overpayments, and additional income

Strategy

25.5 The Internal Audit Division will place particular emphasis on quality assurance, provision of methodological guidance and training of its staff, which should result in significant improvement in the quality, relevance and timeliness of its reports. The Division will also endeavour to ensure full compliance with the International Standards for the Professional Practice of Internal Auditing and develop appropriate capacities to meet emerging challenges, such as the implementation of the enterprise resource planning system, the International Public Sector Accounting Standards and the capital master plan. The Division will focus on performing risk-based audits to assist management in establishing and strengthening risk management, internal control and governance in the Organization.

Subprogramme 2
Inspection and evaluation[a]

Objective of the Organization: To strengthen accountability, programme relevance, efficiency, effectiveness and impact of programmes and mitigate risks for a stronger Organization

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of Member States and the Secretariat to make decisions based on independent inspections and evaluations, which improve the relevance, efficiency and effectiveness of the programmes and subprogrammes	(a) (i) Increased percentage of inspection and evaluation findings and recommendations that have contributed to decision-making, resulting in improved efficiency, effectiveness and relevance of programmes and subprogrammes (ii) Increased percentage of decision-makers who rate the Inspection and Evaluation Division's reports to be useful, accurate and objective
(b) Increased ability Member States and the Secretariat to make decisions, based on independent observations and recommendations pertaining to the framework of systems and practices that are organization-wide	(b) (i) Increased percentage of inspection and evaluation findings and recommendations of a systemic and organization-wide nature that have contributed to decision-making, resulting in improved efficiency and effectiveness (ii) Increased percentage of decision-makers who rate the Inspection and Evaluation Division's systemic and organization-wide products and reports to be useful, accurate, and objective
(c) Improved programme efficiency and effectiveness as a result of self-evaluation findings	(c) (i) Increased percentage of programmes that are assessed to be conducting good quality self-evaluation as determined by established evaluation norms and standards (ii) Increased percentage of programme managers who report high satisfaction with the methodological guidance and standards provided by the Inspection and Evaluation Division

[a] The expected accomplishments, respective indicators of achievement and strategy are subject to revision pending the decision of the General Assembly on the proposals presented in paragraphs 79 and 89 of the report of the Secretary-General on an accountability framework, enterprise risk management and internal control framework, and results-based management framework (see A/62/701).

Strategy

25.6 The Inspection and Evaluation Division will provide regular, timely and credible information to Member States and the Secretariat to support their decision-making regarding programme planning and implementation. It will be a primary source in the Organization for independent and objective assessments on the attainment of programme results. The Division's strategy is to subject all programmes to independent in-depth assessment within a shorter, regular and periodic cycle in conformity with the requirements of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, and as an integral part of internal oversight of the Organization. Through a strategic risk assessment exercise to prioritize programmes and to identify topics, the Division's evaluations will focus on providing more in-depth assessment of programme relevance, efficiency, effectiveness and impact, while inspections will primarily respond to emerging risks and will provide focused examinations of management issues and actual or perceived programme vulnerabilities that require corrective action. To address strategic systemic issues of relevance and priority to the entire Organization, the Division plans a regular programme of cross-cutting thematic assessments. To enhance existing synergies, to strengthen methodological rigour and to ensure common quality standards, the Division intends to bring greater convergence to the functions of inspection and evaluation. The Division will also strive to ensure high quality inspections and evaluations through the greater use of subject expertise and more rigorous, expanded data-collection methods. The Division will continue to play its mandated role in supporting self-evaluation within the Organization by providing methodological guidance and standards that can be used by programme managers to strengthen the utility and rigour of their own self-evaluations as a tool for improving performance. In order to provide quality assurance for self-evaluation, the Division plans to conduct validation inspections and reviews, which will provide Member States with reasonable assurances about the credibility and reliability of results reported by Secretariat programmes.

Subprogramme 3
Investigations

Objective of the Organization: To safeguard the Organization's assets and resources by limiting exposure to economic loss and reputational risk

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Increased ability of the Secretariat to make decisions based on investigation recommendations, which reduce the Organization's risk exposure and increase its efficiency and accountability	(a) Increased percentage of programme managers who rate the Investigations Division's reports to be accurate and objective
(b) Enhanced accountability and compliance with the rules and regulations by programme managers	(b) Increased percentage of investigation recommendations implemented by programme managers

(c) Enhanced awareness of programme managers of internal control frameworks related to investigations	(c) Increased percentage of programme managers who have assessed the investigation training to be of good quality and useful in applying internal control frameworks

Strategy

25.7 The Investigations Division will endeavour to implement strategies to ensure that major organizational risks are addressed in a rapid and focused manner. Specifically, the issues of sexual exploitation and abuse in peacekeeping missions and economic fraud within the United Nations system will be targeted as part of a comprehensive response to the oversight function of the Office of Internal Oversight Services. The Division will continue to develop internal training programmes to provide specialized training for investigators in forensic techniques to ensure high quality investigations and to facilitate an increased synergy among the various divisions of the Office. The Division will maintain and develop best practices and standard operating procedures to ensure accountability and transparency of the investigation process. Those practices and procedures will provide a consistent and professional approach to the investigations function. In accordance with General Assembly resolution 59/287, the Division places particular emphasis on providing basic investigative training for programme managers and/or their designees, as appropriate, for the handling of minor forms of misconduct. The training will improve the quality of the investigations which, in turn, will safeguard the Organization's assets and resources by limiting economic loss.

Legislative mandates

General Assembly resolutions

48/218 B	Review of the efficiency of the administrative and financial functioning of the United Nations
53/207	Programme planning
54/244	Review of the implementation of General Assembly resolution 48/218 B
57/292	Questions relating to the programme budget for the biennium 2002-2003
59/270	Reports of the Secretary-General on the activities of the Office of Internal Oversight Services
59/271	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
59/272	Review of the implementation of General Assembly resolution 48/218 B and 54/244

59/287	Report of the Office of Internal Oversight Services on strengthening the investigation functions in the United Nations
60/1	2005 World Summit Outcome
60/254	Review of the efficiency of the administrative and financial functioning of the United Nations
60/257	Programme planning
60/259	Report of the Secretary-General on the activities of the Office of Internal Oversight Services
61/245	Comprehensive review of governance and oversight with the United Nations and its funds, programmes and specialized agencies
61/275	Terms of reference for the Independent Audit Advisory Committee and strengthening the Office of Internal Oversight Services

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Programme 26
Jointly financed activities

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A. International Civil Service Commission

Overall orientation

26.1 By its resolution 3357 (XXIX), the General Assembly established the International Civil Service Commission (ICSC) for the regulation and coordination of the conditions of service of the United Nations common system. Under its statute, the Commission is a subsidiary organ of the Assembly. It performs its functions in respect of the United Nations and of those specialized agencies and other international organizations that participate in the United Nations common system. In the exercise of its functions, the Commission is guided by the principle set out in the agreements between the United Nations and the other organizations, aiming at the development of a single unified international civil service through the application of common personnel standards, methods and arrangements. The Commission is further mandated through Assembly resolutions 51/216 and 52/216 to play a lead role in the development of innovative approaches in the field of human resources management as part of the overall reform currently taking place in the organizations of the common system.

Objective of the Organization: To coordinate and regulate the conditions of service of the United Nations common system as mandated by the General Assembly in its resolution 3357 (XXIX) of 18 December 1974

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Maintenance of a high quality of substantive service to the Commission	(a) (i) Positive assessment by the Commission of the policy recommendations submitted on the human resources management system (ii) Percentage of recommendations adopted by the Commission
(b) Effective, flexible and simplified payment and benefits systems under the Noblemaire and Flemming principles that meet the requirements of the organizations	(b) Maintenance of the percentage of recommendations on the pay and benefits systems adopted by the Commission
(c) Improved methodology for cost-of-living measurements	(c) Maintenance of the percentage of proposals for cost-of-living measures approved by the Commission
(d) Up-to-date post adjustment classifications and rental subsidy thresholds and mobility/ hardship classification for the United Nations common system	(d) (i) Maintenance of the time between the request for surveys and the carrying out of cost-of-living surveys, and the number of duty stations reviewed for hardship and mobility classification (ii) Maintenance of the completion rate of all requests for hardship classification of field duty stations (250 per year)

(e) Up-to-date daily subsistence allowance rate system	(e) Maintenance of the time required to implement changes in the subsistence allowance rate system

Strategy

26.2 To accomplish its objectives, the Commission's programme of work includes the following: (a) to develop further and to strengthen a common system of salaries, allowances and benefits under the Noblemaire and Flemming principles; (b) to equalize the purchasing power of salaries worldwide through post adjustment classifications; (c) to develop and maintain equitable job evaluation and other human resources management systems; (d) to provide guidance and advice on their administration; and (e) to provide substantive support to Member States and common system organizations (including staff) in the reform and maintenance of a coherent and effective human resources management system more closely aligned with the achievement of organizational goals and objectives.

B. Joint Inspection Unit

Overall orientation

26.3 According to the statute of the Joint Inspection Unit, the Inspectors have the broadest powers of investigation in all matters bearing on the efficiency of services and the proper use of funds and provide an independent view through inspection and evaluation aimed at improving management and methods and at achieving greater coordination between organizations. The Unit is to satisfy itself that the activities undertaken by the organizations are carried out in the most economical manner and that optimum use is made of resources available for carrying out those activities.

26.4 In line with the directives of the legislative organs of its participating organizations, the Unit takes full advantage of its system-wide competence, which puts it in the unique position of acting as a catalyst for the comparison and dissemination of best managerial, administrative and programming practices in the system as a whole. Based on comparative analyses on trends and problems faced by various organizations, it proposes harmonized and concrete solutions. The Unit focuses its work on important priority items for the participating organizations, with a view to providing both the executive heads and the legislative organs of those organizations with practical and action-oriented recommendations on precisely defined issues.

Objective of the Organization: To improve management, ensure optimum use of available resources and achieve greater coordination between the participating organizations of the United Nations system

Expected accomplishments of the Secretariat[a]	Indicators of achievement
Improved ability of legislative organs to exert oversight regarding the activities of the participating organizations and to determine the efficiency and effectiveness of their activities	The number of reports, notes and confidential letters submitted to the legislative organs and the executive heads of participating organizations

[a] The Joint Inspection Unit is currently conducting a review of its expected accomplishments and indicators of achievement. Upon completion of the review, further revisions to the present logframe, notably expected accomplishments and indicators of achievement, may be submitted for consideration.

Strategy

26.5 The Unit will achieve the objective by: (a) selecting relevant and timely subjects for its reviews on the basis of the identification of the key issues and risk areas of the organizations; (b) inviting more requests from the legislative organs and, encouraging suggestions from the United Nations System Chief Executives Board for Coordination, in addition to those submitted by individual executive heads; (c) closely coordinating its work with the Board of Auditors, the Office of Internal Oversight Services and other internal and external oversight bodies of the United Nations system to avoid duplication and achieve synergies; (d) further improving the quality of its reports and notes and the relevance of the recommendations contained therein; (e) preparing reports only when they contain recommendations requiring legislative action and making more use of notes, which may take the form of management letters; (f) promoting the systematic consideration of reports/recommendations by the legislative organs; and (g) further improving the system for monitoring the acceptance and implementation of recommendations and reporting thereon.

C. United Nations System Chief Executives Board for Coordination

Overall orientation

26.6 The United Nations System Chief Executives Board for Coordination (CEB) is responsible for promoting coherence, cooperation and coordination in the policies, programmes and activities of the United Nations system organizations in accordance with their respective mandates and in response to decisions of intergovernmental bodies. The Board, which is composed of the Secretary-General and the executive heads of all organizations of the United Nations system, replaced the former Administrative Committee on Coordination (established in 1946 by the Economic and Social Council in its resolution 13 (III)). CEB established two high-level committees to assist it: the High-level Committee on Programmes, whose central role is to develop concerted and effective policies, strategies and guidance for the United Nations system to meet emerging challenges and issues relating to international cooperation and development; and the High-level Committee on

Management, which elaborates policy and provides guidance to the organizations of the system on administrative and management questions with system-wide relevance, promotes inter-agency cooperation and coordination on such issues and helps with the management of the common system of pay and benefits.

26.7 In 2007, under the leadership of the Secretary-General, CEB undertook a review of its role and functioning. The Board agreed on the need for strengthening its structure to be able to address programme, management and operational activities. In this regard, it is expected that prior to the biennium 2010-2011, the Board will have established the United Nations Development Group as the third pillar in the CEB structure, responsible for the coordination of country level development operations.

26.8 In the biennium 2010-2011, CEB will continue to strengthen its integrated approach among the High-level Committee on Management, the High-level Committee on Programmes and the United Nations Development Group. The Board will continue to focus on accelerating progress in the implementation of internationally agreed development goals, including those contained in the United Nations Millennium Declaration and the outcomes of the major United Nations conferences and international agreements since 1992. To this end, CEB will ensure greater coherence among the organizations of the system. Its efforts system-wide will continue to be concentrated on: deepening understanding of global issues and improving knowledge management; achieving an inclusive, purposeful mobilization of all resources and capacities; and helping to increase transparency and accountability. The Board will continue to devote its energy and efforts to strengthen the support of the system for the implementation of the triennial comprehensive policy review of operational activities for development of the United Nations system and the sustainable development of Africa within the overall framework of the New Partnership for Africa's Development and will actively support the mainstreaming of both climate change considerations in the work of United Nations system organizations and a gender perspective in the design, implementation, monitoring and evaluation of the policies and programmes of the system. CEB will also continue to enhance and monitor the effective coordination of system-wide efforts against hunger and poverty. The Board will also continue its efforts to ensure the security and safety of United Nations system personnel, including by enhancing system-wide support for an effective and unitary security management system. It will work on furthering cooperation in advancing accountability and transparency in the work of the organizations of the United Nations system; in strengthening human resource management; in supporting efforts to reform the common system; in utilizing information and communication technology for better management and better programme delivery; and in promoting best practices and lessons learned in the area of management and in policy development and programme delivery through, inter alia, harmonized business practices and improved platforms for knowledge-sharing. CEB will focus all its efforts on ensuring the common goals of a timely and results-based response to the policy directions and mandates of Member States.

Objective of the Organization: To leverage the full capacity of the organizations of the system to deliver better results in response to intergovernmental mandates and emerging challenges

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Enhanced horizontal cooperation among member organizations in response to the decisions of intergovernmental bodies	(a) (i) Increased number of coherent initiatives by the United Nations system (ii) Number of joint or complementary programmes and projects with strategic impact, task-specific inter-agency networking, time-bound working groups and other facilitating initiatives and activities to strengthen system-wide follow-up to intergovernmental decisions
(b) Enhanced coherence, efficiency and cost-effectiveness of the United Nations system of organizations	(b) Increased number of coordinated system-wide responses to ICSC initiatives, staff management issues, financial and budgetary matters and oversight reports
(c) Improved knowledge-sharing within the system as well as with Member States and more efficient utilization of information technologies within the United Nations system	(c) Continued reduction of new applications, common platforms and knowledge-sharing networks in use and shared by programmes within the United Nations system and with Member States and inter-agency sharing of Intranets

Strategy

26.9 During the biennium 2010-2011, the high-level committees, in support of CEB, will actively engage the organizations of the United Nations system within a joint framework to pursue strategic actions pertaining to the promotion of global, regional and country-level coherence within the work of the United Nations system, and management and administrative issues to enhance the capacity of the organizations by the coherent and coordinated use of resources, capacities and knowledge. The High-level Committee on Programmes will focus on promoting greater synergy in the policies and programmes of the organizations of the United Nations system so as to enhance the system's overall impact on helping countries meet the internationally agreed development goals, including the Millennium Development Goals. The United Nations Development Group will continue to promote coherent and effective oversight and guidance with regard to country-level operations. As necessary, the Committees will draw on inter-agency networks and task forces to strengthen linkages between the normative and operational work of the system and to ensure that the main horizontal policy themes — sustainable development, human rights and gender — are taken into account in decision-making. The High-level Committee on Management will continue to focus on inter-agency cooperation to reinforce measures for the security and safety of United Nations system personnel, including by strengthening the "security management system"; promote accountability and transparency across the system; and disseminate best practices, modern management approaches and partnerships in all areas of management, including human resources, procurement, legal issues and

finance and budget management. In the area of information and communications technologies, the Committee will continue the elaboration and implementation of the United Nations system strategic framework for information and communications technology, focusing on such areas as knowledge-sharing; enterprise resource planning systems and payroll; information and communications technology governance, best practice and business case development; service sourcing; inter-agency connectivity; common application solutions and information and communications technology training for senior officials; strengthening inter-agency cooperation in this area and supporting the work in the programme, management and administrative areas through new technological tools.

Legislative mandates

A. International Civil Service Commission

General Assembly resolutions

3357 (XXIX)	Statute of the International Civil Service Commission
51/216 and 52/216	United Nations common system: report of the International Civil Service Commission

B. Joint Inspection Unit

General Assembly resolutions

31/192	Statute of the Joint Inspection Unit
50/233, 57/284 A and B, 58/286, 59/267, 60/258, 61/238 and 62/226	Joint Inspection Unit
61/260	Programme of work of the Joint Inspection Unit for 2007

C. United Nations System Chief Executives Board for Coordination

Economic and Social Council resolution and decision

13 (III)	Coordination Committee
2001/321	Further consideration of the annual overview report of the Administrative Committee on Coordination

General Assembly resolutions

57/295	Information and communications technologies for development
59/250 and 62/208	Triennial comprehensive policy review of operational activities for development of the United Nations system

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Programme planning

Proposed strategic framework for the period 2010-2011

Part two: biennial programme plan

Programme 27
Safety and security

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* A/63/50.

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Overall orientation

27.1 The purpose of the programme is to enable the safest and most efficient conduct of the programmes and activities of the United Nations system by providing leadership, operational support and oversight of the United Nations security management system, as established by the General Assembly in its resolution 59/276 and subsequent resolutions.

27.2 The overall objectives of the programme are: (a) to enable the effective conduct of United Nations activities by ensuring a coherent, effective and timely response to all security-related threats and other emergencies; (b) to ensure effective risk mitigation through the establishment of a coordinated security threat and risk assessment mechanism in the framework of a common system-wide methodology; and (c) to develop high-quality best-practice security policies, standards and operational procedures across the United Nations system, including the appropriate degree of standardization, and to support their implementation and monitor compliance.

27.3 Recognizing that sharing ideas, experiences, opportunities and costs is the only way to reduce our common vulnerability, the Department of Safety and Security will achieve its mission through an integrated and interdependent organizational approach by working closely with the security services of all the United Nations system agencies, funds and programmes, under the umbrella of the Inter-Agency Security Management Network.

27.4 The work of the Department will be implemented under two subprogrammes: security and safety coordination and regional field coordination and support. For the period 2010-2011, the Department will continue to focus on enhancing coordination of the United Nations security management system; ensuring the implementation of policies and procedures relating to the security and safety of United Nations personnel and their eligible dependants, visitors, delegates and assets; and consolidating, harmonizing and promulgating common policies, standards and operational procedures. The Department will take the lead in coordinating the activities of the United Nations system security and safety network. Measures will also be undertaken to strengthen capacity in the Department to facilitate rapid response to security incidents and emergencies and to enhance crisis management within the United Nations system security and safety network.

Subprogramme 1
Security and safety coordination

Objective of the Organization: to protect staff, delegates, visiting dignitaries and other visitors on the United Nations premises, to prevent damage to United Nations property, to provide safe and secure facilities and to ensure an appropriate emergency response mechanism, 24 hours a day, 7 days a week

Expected accomplishments of the Secretariat	Indicators of achievement
(a) A safe and secure environment for staff, delegates and visitors at United Nations headquarters locations and regional commissions	(a) (i) Increased compliance with headquarters minimum operating security standards for United Nations headquarters locations and regional commissions
	(ii) Decreased number of unauthorized entries to United Nations premises
	(iii) Reduced number of safety-related claims submitted
(b) Enhanced coordination of security arrangements at United Nations headquarters locations and regional commissions	(b) Increased number of personal protection operations coordinated across United Nations headquarters locations and regional commissions
(c) Improved planning and preparedness for emergencies and crisis situations at United Nations headquarters locations and regional commissions	(c) (i) Compliance with required number of full and partial evacuation drills conducted at United Nations headquarters and regional commissions
	(ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies

Strategy

27.5 This subprogramme is the responsibility of the Division of Safety and Security Services. The strategy for implementing the subprogramme will focus on ensuring a secure and safe environment by: (a) increasing the level of preparedness for managing crisis and emergency situations; (b) coordinating the standardization of safety and security policies and monitoring their implementation; (c) implementing and complying with headquarters minimum operating security standards; (d) enhancing coordination of security- and safety-related efforts with the host country authorities; (e) enhancing security awareness among delegations and staff; (f) improving crisis and emergency response efficiency at United Nations headquarters and regional commissions; and (g) increasing the level of professionalism of security and safety personnel through the provision of specialized training on a continuous basis, which will also maximize the use of officers for multiple specialized security functions. Priority will also be given to enhanced coordination of close-protection operations by striving to continuously enhance the monitoring and coordination of close-protection operations and provide

guidance on close protection of senior United Nations officials and providing the highest standard of technical expertise and assistance for all issues related to personal protection.

Subprogramme 2
Regional field coordination and support

(a) Regional field operation coordination

Objective of the Organization: to enhance the protection of staff members of the United Nations system, associated personnel, eligible dependants and facilities at all duty stations

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Improved security and safety of staff members of the United Nations system, associated personnel and eligible dependants	(a) (i) Maintenance of percentage of up-to-date security risk assessments at the country level
	(ii) Increased compliance with minimum operating security standards by duty stations
(b) Timely response to security incidents	(b) (i) Completion and exercise of all country-level security contingency plans, as well as those of the Department of Safety and Security
	(ii) Increased capability to deploy or redeploy field security officers at 24 hours' notice
	(iii) Rapid initial reporting of major incidents affecting the United Nations in the region
(c) Enhanced security management system	(c) (i) Strengthened partnerships with host countries regarding the safety and security of United Nations personnel, facilities and equipment
	(ii) Expanded field support by security advisers and field security coordination officers outside the capital area

Strategy

27.6 This subprogramme is the responsibility of the Division of Regional Operations and Field Support. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) coordinating safety and security issues among the organizations of the United Nations system; (b) monitoring the implementation of established security and safety policies; (c) developing security requirements for new missions as well as for special, regular and emergency operations; (d) ensuring the timely updating and high quality of all country-level security risk assessments; (e) assisting and

monitoring the implementation of the minimum operating security standards at all duty stations and in the security components of peacekeeping operations and humanitarian and other special missions in the field; (f) carrying out situational analyses of the extent of participation of the host country in strengthening United Nations security; (g) updating security and safety guidelines and directives; (h) coordinating with the Department of Peacekeeping Operations, the Department of Field Support, the Department of Political Affairs and the Office for the Coordination of Humanitarian Affairs on the planning, implementation and review of safety and security programmes for peacekeeping, humanitarian and other special missions in the field; and (i) strengthening partnerships with the host country regarding the safety and security of staff, facilities and equipment of the United Nations system. Additional efforts will focus on enforcing the accountability and responsibility of designated officials, field security officers and other participants within the framework of the new mechanism of accountability and responsibility in the area of field security for the implementation of the minimum operating security standards at all duty stations of the United Nations system. Efforts will also be made to increase the number of security management teams that undertake joint country planning as well as the number of United Nations agencies, funds and programmes that include cost considerations in their planning and delivery of programmes.

(b) Field support

Objective of the Organization: to increase the safety and security knowledge and skills of multiple clients of the United Nations security management system, to reduce and/or prevent critical-incident stress and to enhance crisis-management coordination within the United Nations security management system

Expected accomplishments of the Secretariat	Indicators of achievement
(a) Strengthened capacity of staff of the United Nations system to manage critical-incident stress	(a) (i) Increased percentage of staff and their families in the field who have received stress-management training (ii) Increased number of counsellors trained in critical-incident stress management in emergency settings (iii) Increased level of coverage for United Nations staff requiring emotional first aid and psychological damage control following reported critical incidents
(b) Strengthened capacity of all participants in the United Nations security management system, including designated officials, security management team members, security officers and staff members, through security training	(b) (i) Increased percentage of common security and safety training standards across the United Nations security management system

	(ii) Increased percentage of United Nations staff at headquarters and field locations who have received security training relevant to their duties and responsibilities
	(iii) Increased percentage of designated officials and security management team members undertaking security training to enhance their abilities to fulfil their security responsibilities
	(iv) Increased percentage of Department of Safety and Security field security officers undertaking training and enhanced skills development
(c) Improved planning and preparedness for responding to crisis events and emergencies at all United Nations locations worldwide	(c) (i) Increased percentage of United nations personnel and eligible dependants that can be tracked at any given moment in all United Nations locations worldwide
	(ii) Improved effectiveness of crisis and contingency plans developed to respond to crisis events and security emergencies

Strategy

27.7 This subprogramme is the responsibility of the Field Support Service. The strategy for implementing the subprogramme will focus on creating conditions to minimize security-related incidents by: (a) developing crisis-management response plans, capabilities and procedures; (b) translating security and critical-incident stress training standards into a coherent training programme for all participants in the United Nations security management system; (c) conducting regional workshops and seminars on security and safety issues, including on stress management; (d) developing and updating related training materials, taking into account gender-specific material; and (e) providing counselling services to staff exposed to critical-incident stress, as needed.

Legislative mandates

General Assembly resolutions and decisions

54/192	Safety and security of humanitarian personnel and protection of United Nations personnel
55/468	Security arrangements at the United Nations Office at Geneva
56/255, sect. VIII	Special subjects relating to the proposed programme budget for the biennium 2002-2003: safety and security of United Nations personnel
56/286	Strengthening the security and safety of United Nations premises

57/567	Inter-organizational security measures: framework for accountability for the United Nations field security management system
59/211	Safety and security of humanitarian personnel and protection of United Nations personnel
59/276, sect. XI	Questions relating to the programme budget for the biennium 2004-2005: strengthened and unified security management system for the United Nations
60/123	Safety and security of humanitarian personnel and protection of United Nations personnel
61/263	Strengthened and unified security management system

Security Council resolutions

1502 (2003)	Safety and security of humanitarian personnel and protection of United Nations and associated personnel